



UNIVERSAL MUSIC GROUP

UNIVERSAL MUSIC GROUP N.V.

RETIREMENT SCHEDULE FOR THE NON-EXECUTIVE DIRECTORS

1. Background

- 1.1 Pursuant to best practice provision 2.2.4 of the Dutch Corporate Governance Code, the board of directors (the **Board**) of Universal Music Group N.V. (**UMG** or the **Company**) has established this retirement schedule for the non-executive directors of the Board (the **Retirement Schedule**).
- 1.2 The Retirement Schedule applies to the non-executive directors of the Board (the **Non-Executive Directors**). The Non-Executive Directors shall retire periodically in accordance with this Retirement Schedule. A Non-Executive Director shall retire early in the event of inadequate performance or structural incompatibility of interests, and may be requested to resign in other instances where resignation is deemed necessary at the reasonable discretion of the Board.

2. Retirement Schedule

- 2.1 The (initial) appointment dates and expected dates of retirement of the Non-Executive Directors are as follows:

Name	Age	Date of (Re-)Appointment	Term	End of current term
Sherry Lansing	78	11 May 2023	Second term	Until annual general meeting to be held in 2025
Anna Jones	48	20 September 2021	First term	Until annual general meeting to be held in 2024
Antoine Fievet	59	20 September 2021	First term	Until annual general meeting to be held in 2024
Bill Ackman	57	12 May 2022	First term	Until annual general meeting to be held in 2024
Cathia Lawson-Hall	51	20 September 2021	First term	Until annual general meeting to be held in 2024
Cyrille Bolloré	37	12 May 2022	First term	Until annual general meeting to be held in 2024
Haim Saban	78	11 May 2023	First term	Until annual general meeting to be held in 2025
James Mitchell	49	20 September 2021	First term	Until annual general meeting to be held in 2024
Luc van Os	56	11 May 2023	Second term	Until annual general meeting to be held in 2025
Manning Doherty	50	20 September 2021	First term	Until annual general meeting to be held in 2024
Margaret Frerejean-Taittinger	37	20 September 2021	First term	Until annual general meeting to be held in 2024
Nicole Avant	55	12 May 2022	First term	Until annual general meeting to be held in 2024



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2.2 In line with the best practices of the Dutch Corporate Governance Code, the Board shall strive to get to a position that not all Non-Executive Directors shall retire at the same time.
